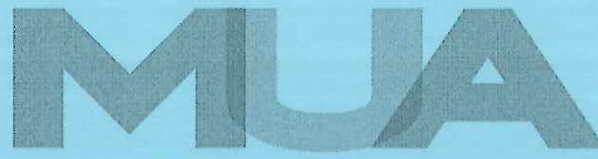


The
Management
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF COMMERCE

MGT 414: LEADERSHIP IN PUBLIC AND PRIVATE SECTOR

DATE: 3RD APRIL 2018

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

THE CHANGING ROLE OF PUBLIC SECTOR LEADERSHIP IN AFRICA, THE HOPE FOR DEVELOPMENT

The moment of truth for Africa and African leadership has dawned, triggering an awakening in all African societies that see themselves gradually being eclipsed by the giant leaps of developed countries. People throughout Africa are beginning to realize that dramatic words and phrases might provide a platform for temporary crowd pleasing, ego satisfaction but they cannot solve their fundamental problems nor satisfy their aspirations for a better life.

What is needed is a philosophy which should be both a rational exploitation of Africa's past and an intellectual stimulus to its renaissance translated in an undertaking which goes against the environment in which the people live or which sets out to destroy existing structures and overturns prevailing values. Perhaps the only solution to Africa's problems lies in courageously confronting Africa's maladies and predicaments that manifest themselves in challenges such as: Internal and external conflicts that have resulted in devastation of infrastructure, Low economic performance due to poor macro-economic management; Unbridled lust for power and the growth of unscrupulous careerists; Dependence on fragile institutions hobbled by tradition tribalism and nepotism that result in reduced efficiency and poor functioning organizations; Poor governance systems giving way to a mismanagement of resources, Weakened trust in government as an institution and poor service delivery, and increasing endemic diseases among others. To solve these challenges, it is recommended that leadership in Africa must appreciate the role of technology in the Changing Role of Public Sector Leadership.

Required:

- a) Giving relevant examples assess the validity of the statement; *"People throughout Africa are beginning to realize that dramatic words and phrases..... Cannot solve their fundamental problems nor satisfy their aspirations for a better life"* ... in relation to adoption of performance based management by African leaders. **(15 marks)**

- b) Identify five areas you would consider while implementing the recommendation that - leadership in Africa must appreciate the role of technology in the Changing Role of Public Sector Leadership. (10 marks)

QUESTION TWO

- a) Distinguish between Transformational and transactional type of Leaders (10 marks)
- b) Highlight any five advantages associated with use of performance information by governments and public institutions. (5 marks)

QUESTION THREE

With relevant examples, explain the application of Elisabeth Kubler-Ross five phases change model of denial, anger, bargaining, depression, and finally acceptance in today challenging management environment. (15 marks)

QUESTION FOUR

Explore the contribution of the following players in addressing leadership and development challenges facing the African continent.

- a) Civil Society (5 marks)
- b) The Private Sector (5 marks)
- c) The Public Sector (5 marks)

QUESTION FIVE

- a) Discuss how effective leaders apply the following aspects in their approach to management. (10 marks)
- i. Empathy
 - ii. Attention
 - iii. Dedication
 - iv. Enforcement of Values
 - v. Rewards
- b. Discuss the role of culture in adaptation to change (5 marks)

QUESTION SIX

In the recent past, some political analysts aligned to Jubilee government were heard advising the president to adopt a more autocratic approach to leadership as opposed to consultative style. Giving relevant examples, explain why you would agree or disagree with these political analysts. **(15 marks)**